Staff Morale
&
Recognition

*Following is a copy of the Code 04 Survey results and the presentation made during the Branch Manager's Off-Site in October 1999. All info in italics has been added to the original presentation in an effort to better explain the results. Our Survey was issued to get direct feedback from you - the 04 staff. We asked what you liked and what you didn't like. And you told us! Following are the results. By the way, **Thanks** for your valuable input!*

Bill Crone

Goals

- Keep Staff motivated and satisfied
- Determine when, why, who and how recognition and rewards will be given

The Branch Managers and I want to keep you challenged, motivated and satisfied. We want to know what motivates you and, conversely, what de-motivates you. This was our first, and based upon the interest, definitely not the last Code 04 Survey. Unfortunately, because we tried to cover a whole lot, the questions we asked dealing with Recognition and Rewards did not allow us to draw conclusions from which we can modify the current process. Any further feedback you want to provide to me or the Branch Heads after you read the survey results is certainly welcome.

Code 04 Staff Survey

And here we go…

Survey Response

100 Responses
## 133 Code 04 Personnel
75 %

The response rate for our Survey was 75%.
This is Outstanding! It is a direct indicator of how much interest
you have in our workplace and in the work we do!

Question # 3 Explanation

Question # 3 is a multi-part question that asked you to rank your Knowledge and Understanding, and your opinion of the Success of the Application of several Programs, Processes, Policies, and Procedures that we deal with everyday. The following slides provide a graphical representation of your responses to Question # 3, and how we are incorporating your feedback. The slides are really very easy to follow on your screen. There is a column for all individual Codes, and a total 04 column. If the overall column "height" does not equal 100% don't worry. It just means that everyone in that Code did not provide a ranking for that particular item. The numerical % of Poor, Fair, Good, Very Good, and Excellent are shown within the column. Also, there are color indicators as defined by the legend.

The majority of Code 04 has "Good" or better Knowledge and Understanding (K/U) of the D/B process. There is a large number who feel that the Success of Application (S/A) is Fair or Poor. We are still feeling our way through the D/B process. All of the D/B's in the FY01 program will utilize the Two Phase Best Value approach. This gives us latitude in selecting the contractor. We feel confident that this will allow us to procure high quality facilities and still allow us to share in the benefits that single source responsibility brings with it. D/B is a process that may offer advantages over traditional Design-Bid-Build in certain areas and on certain types of projects.

Question # 3 - Rank your knowledge and understanding and the success of the application of Design/Build

Knowledge and Understanding

Success of Application
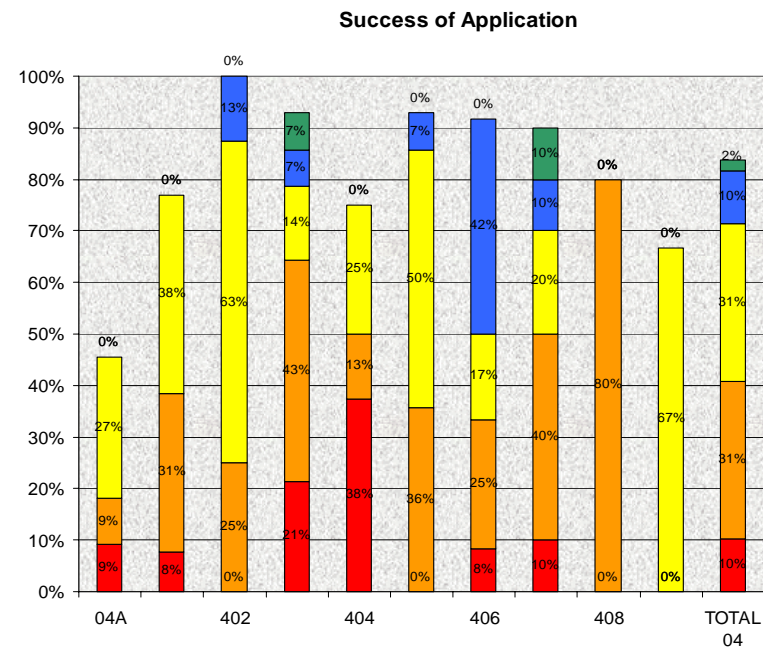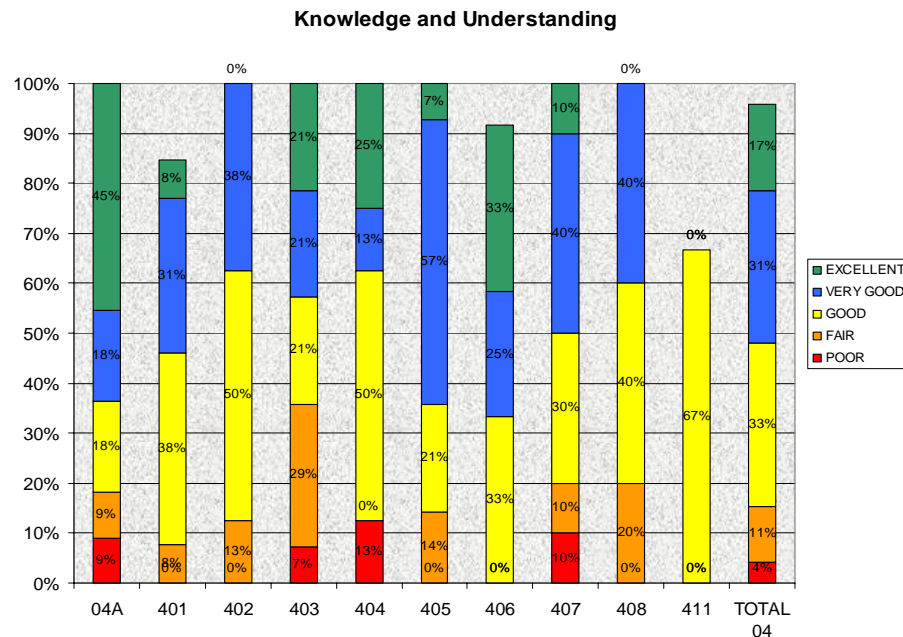
I hear you Loud and Clear! DRAWSPEC is no longer a requirement for the FY01 program! The future of DRAWSPEC will be reassessed when related work being performed for Code 15 is complete.

Question #3 - Rank your knowledge and understanding and the success of application of DRAWSPEC

Knowledge and Understanding
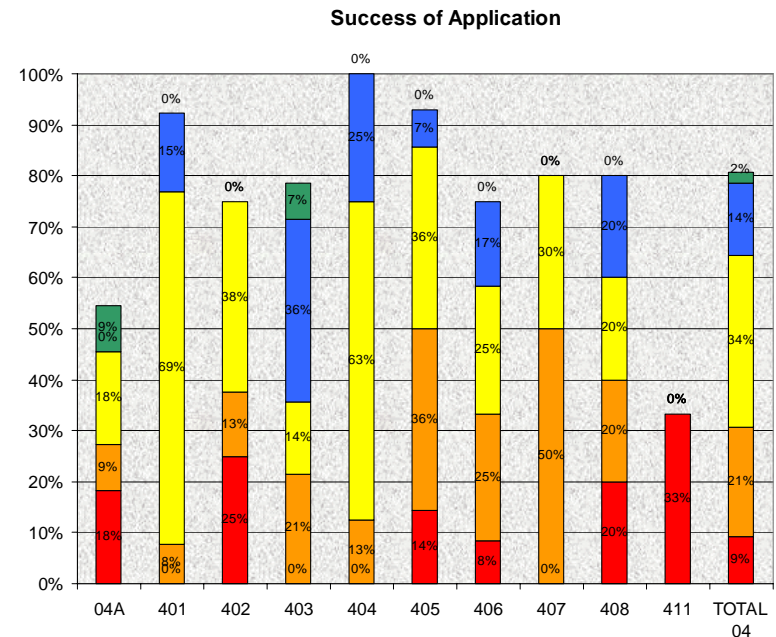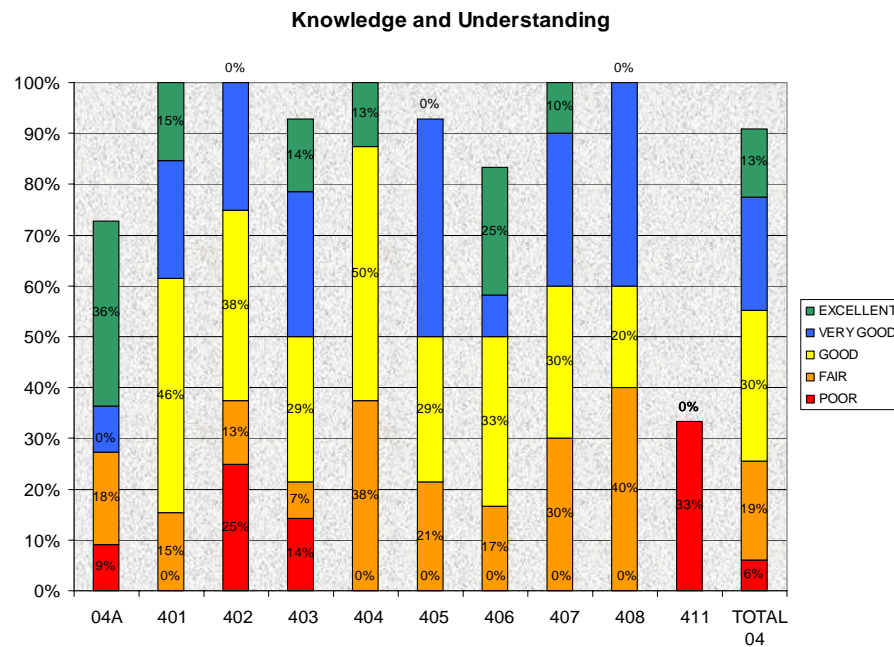
Success of Application
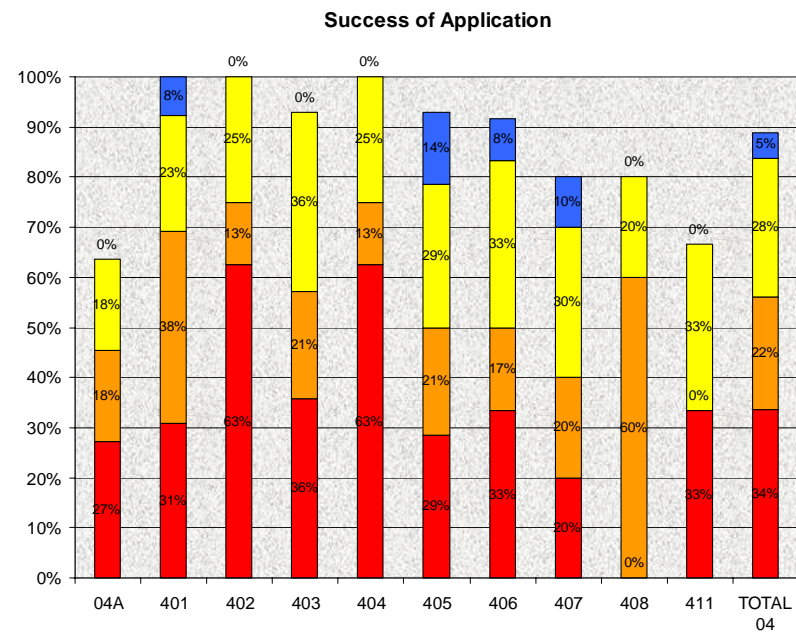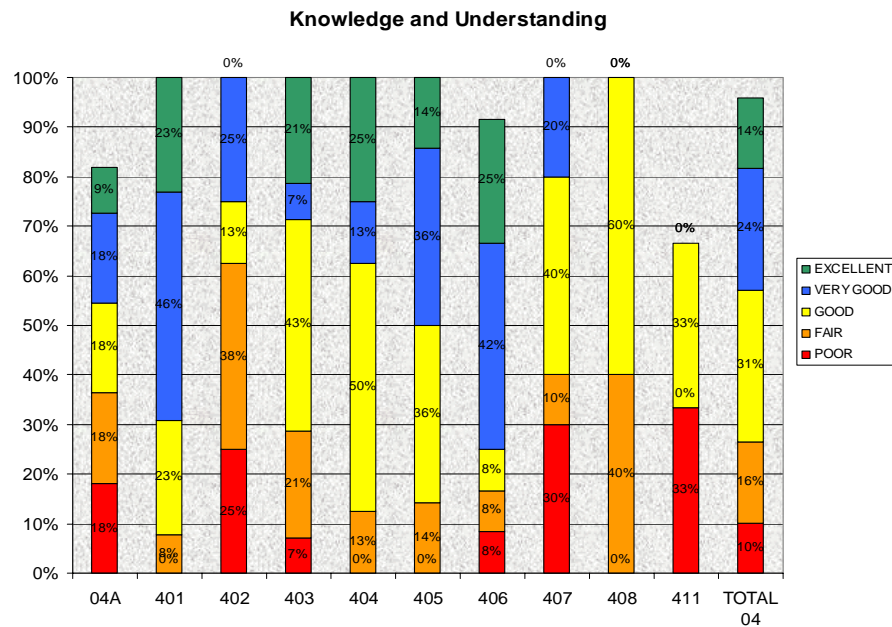
As expected, all Codes fully understand the EIC/AIC process. Most of 04 feels that is successful. As you all realize, the importance of meeting our schedules has become even more important than in the past. We all need to ensure that we keep our commitments. In an effort to allow the EIC/AIC to focus primarily on the technical aspects of the project, we have created the Project Leader. See my memo of 5 Nov 99 for more information. It has been a while since we have had EIC/AIC training, therefore, some will be scheduled for next year.

Question #3 - Rank your knowledge and understanding and the success of application of EIC/AIC responsibilities

Knowledge and Understanding

Success of Application
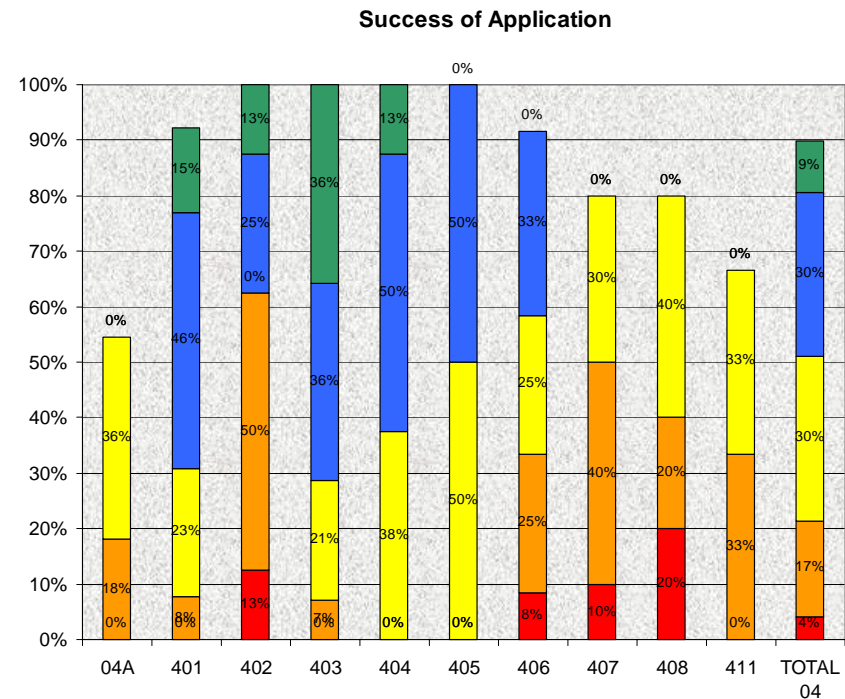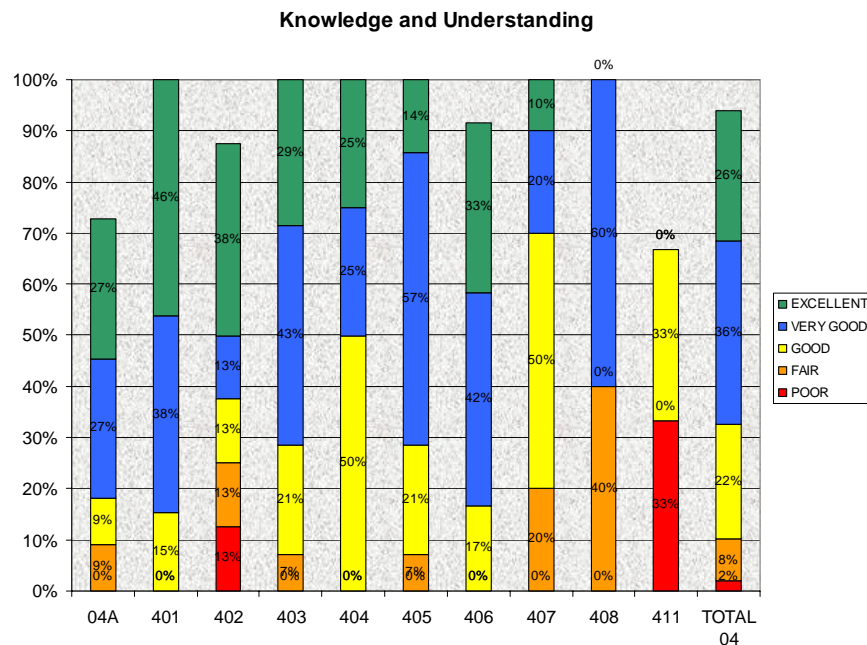
The Project Leader has been created to assist the EIC/AIC with the administrative and project management duties associated with our In-House design projects. The Project Leader will replace the DM and will have a set of clearly defined responsibilities.
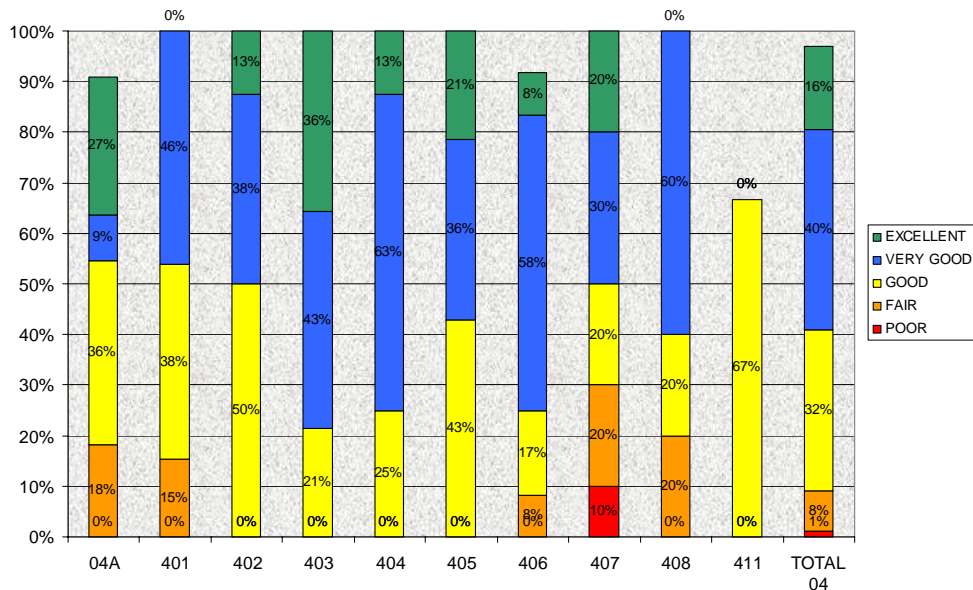
Question #3 - Rank your knowledge and understanding and the success of the application of the Design Manager program

Knowledge and Understanding

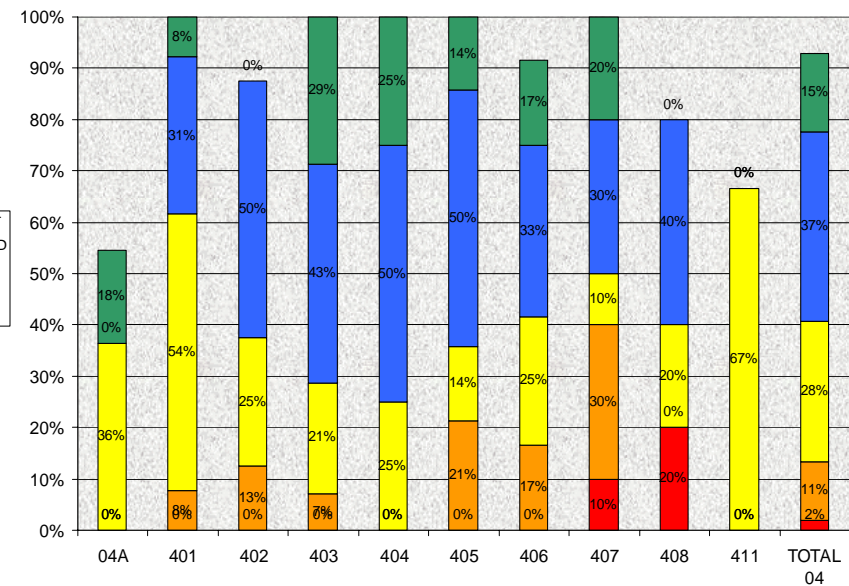**Success of Application**

The overall response was very positive! Code 04 continues to set the standard for NAVFAC!
Keep going! Keep Challenging! Keep Leading!

Question #3 - Rank your knowledge and understanding and the success of the application of the Design Intranet


Knowledge and Understanding

Success of Application

Overall, the use of EBS is very well received. Sure we're going through some growing pains in some areas, but it is worth it. Currently, we send electronically signed IH designs to DAPS for distribution. A/E's still send in mylars and paper specs which DAPS scans and converts to .pdf. By early next year all A/E projects will also be fully electronic! DAPS has bid packages available over the Internet. Go to their website and check it out. I think you will find it interesting!

Question #3 - Rank your knowledge and understanding and the success of the application of EBS

Knowledge and Understanding

Success of Application
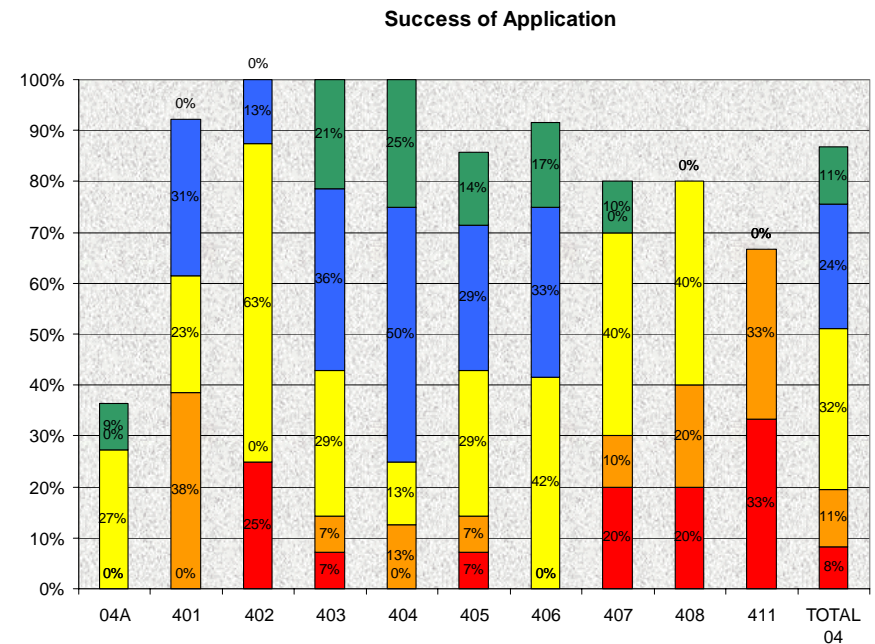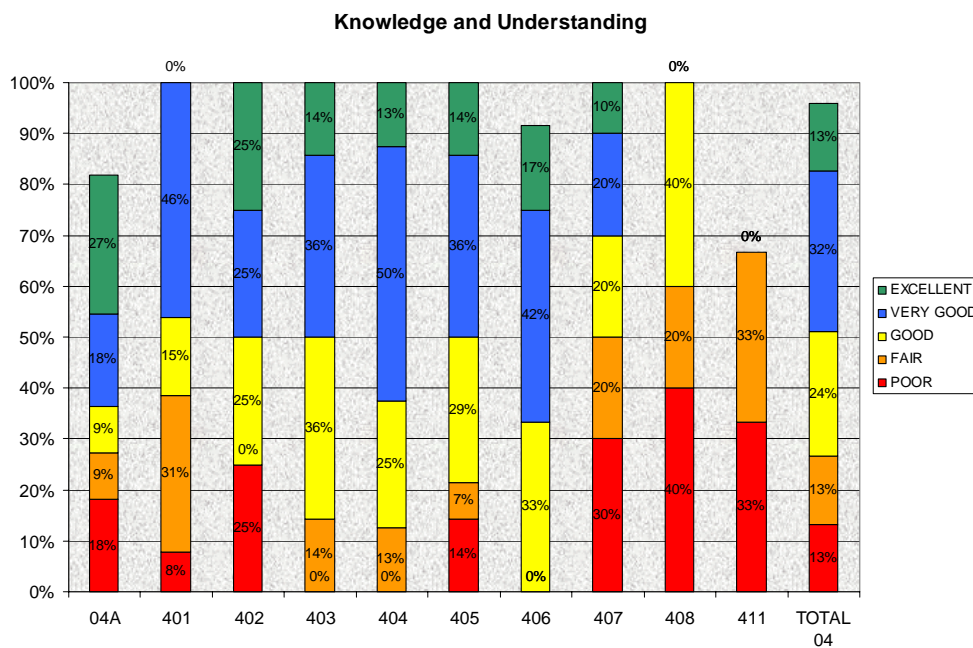
We haven't done too many FACD's yet, so the lack of K/U is understandable. We know our clients values the process, and as we do more FACD's and on-site charettes, I am sure that you will see that they add value to the Design process!

Question #3 - Rank your knowledge and understanding and the success of the application of FACD

Knowledge and Understanding

Success of Application

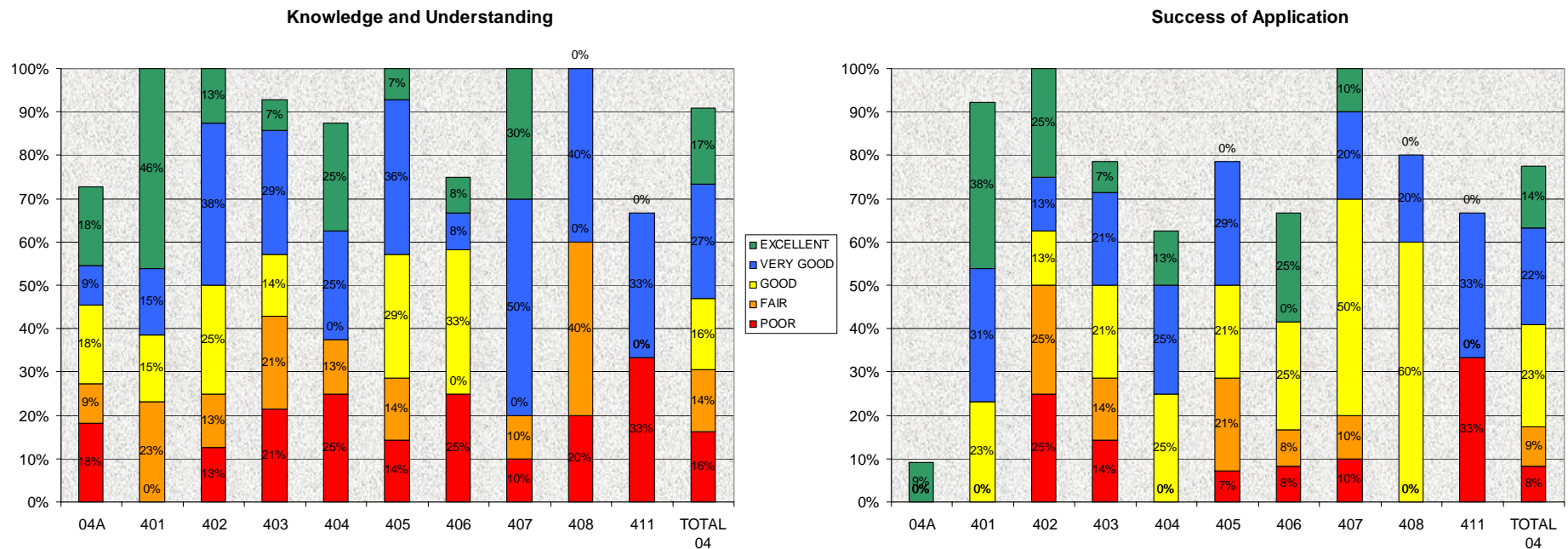*Most Branches have Good or better K/U of AutoCAD. Those that do not are understandable - they do very little CADD work! The S/A is ranked highly across 04. We need to continue proper application of our AutoCAD standards. If you see that A/E's are not conforming to the policy, immediately bring this to the attention of the EIC/AIC. Our Policies are only good if we practice them ourselves and if we enforce them!*

Question #3 - Rank your knowledge and understanding and the success of the application of AutoCAD

Knowledge and Understanding
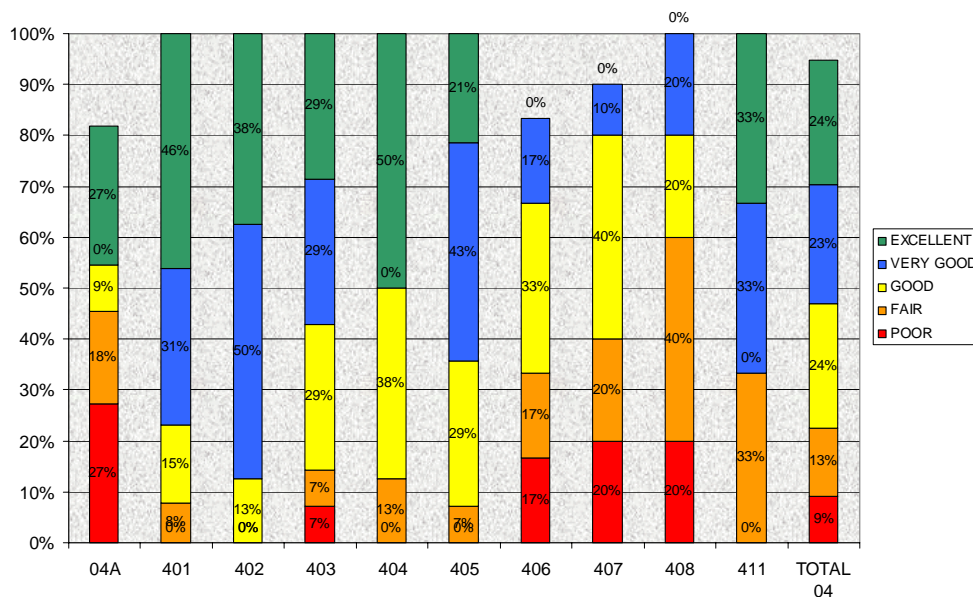
Success of Application
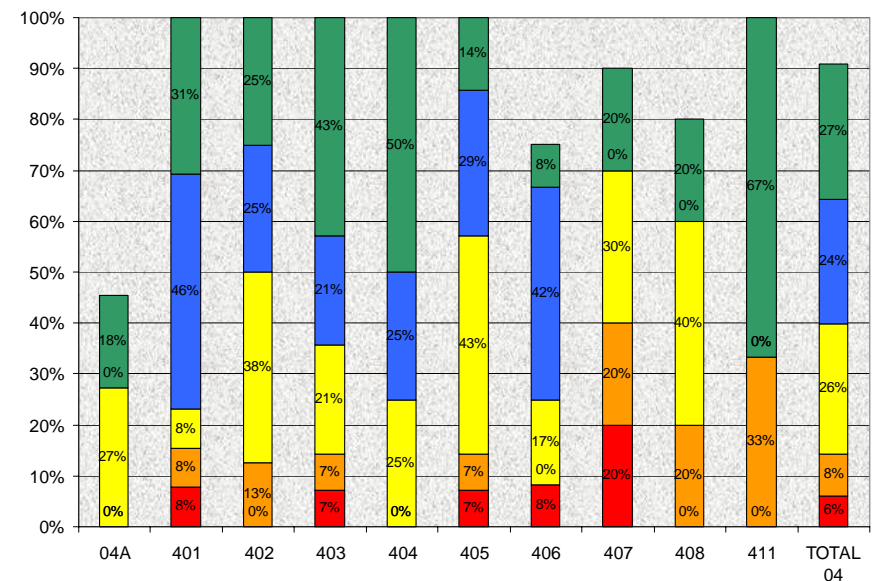
Code 04 overall has a Good or better K/U of the LDP. The S/A is more mixed. And, in all honesty, there are some very strong negative opinions held by many towards LDP. I can understand your frustrations. However, we must accept as fact that LDP is here to stay and make the most of it. The best way to make the most of it is to APPLY! And if you don't get in - APPLY AGAIN! I cannot emphasize enough the importance of persistence in this process.

Question #3 - Rank your knowledge and understanding and the success of the application of the LDP Program

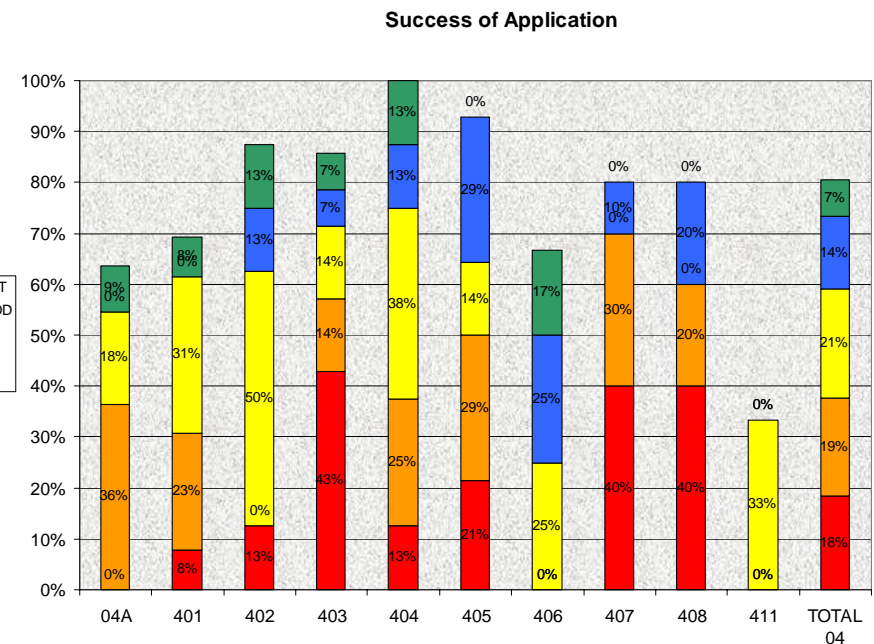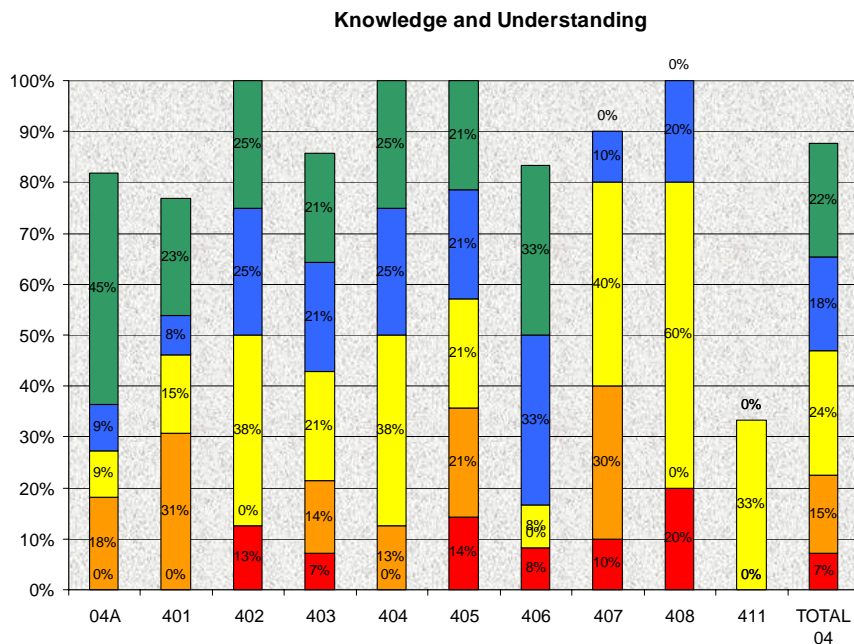Knowledge and Understanding

Success of Application

It is not surprising that very few people have K/U of the EDM. To date, involvement with the EDM has primarily been within our front office. The EDM is a methodology used across NAVFAC where all labor hours are accounted for within a Product and Service matrix. It is used as a resource allocation planning tool. As such, it is extremely important that all of your labor charges are accurately assigned to the appropriate job order number.

Question #3 - Rank your knowledge and understanding and the success of the application of the Effort Distribution Matrix (EDM)

Knowledge and Understanding | Success of Application
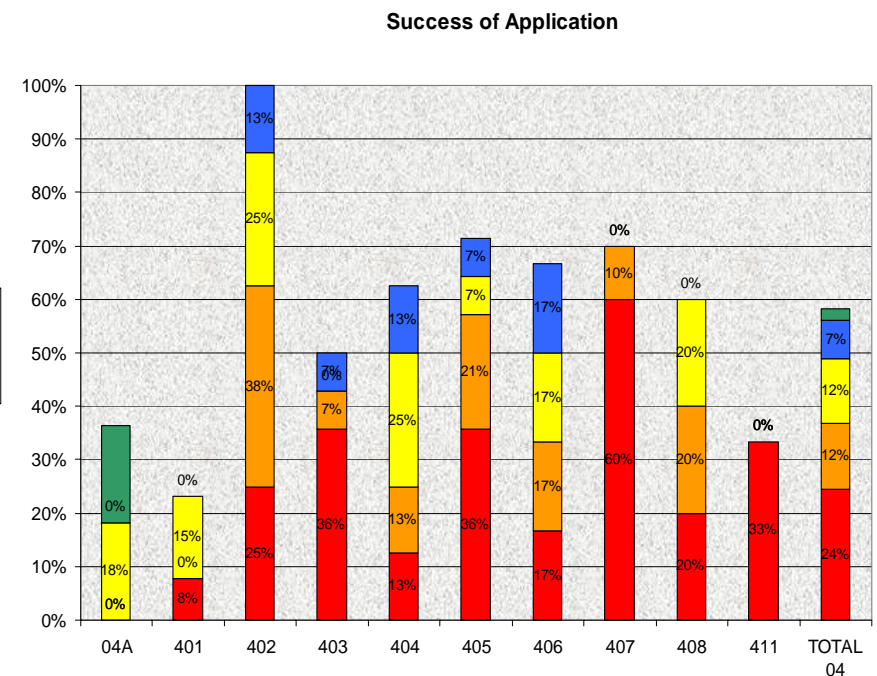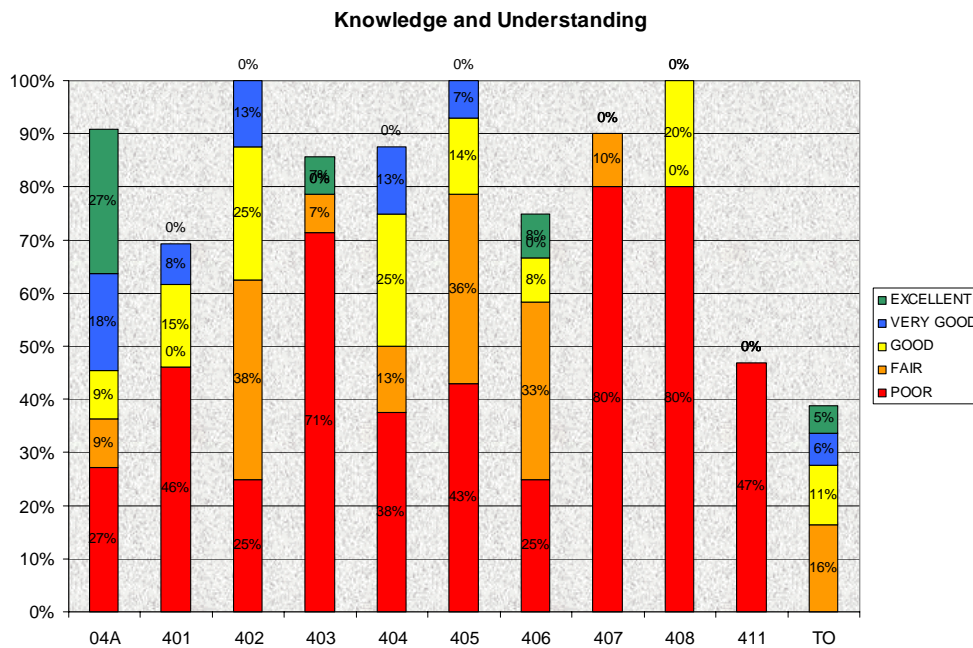
Our current A/E review process is well understood by all, and most feel that it is very successful. However, we have always shouldered too much of the technical responsibility on A/E work. We continue to go back for 2nd and 3rd Final submittals. This creates havoc in reaching our execution milestones. Shortly, a new A/E Review Policy will be implemented which will place all of the technical responsibility squarely where it belongs - on the A/E. This will allow us to meet our execution goals, and give us the freedom to focus on our In-House projects. It will be a difficult adjustment for some of you, but it is one we must make.

Question #3 - Rank your knowledge and understanding and the success of the application of the A/E Review Process

Knowledge and Understanding

Success of Application
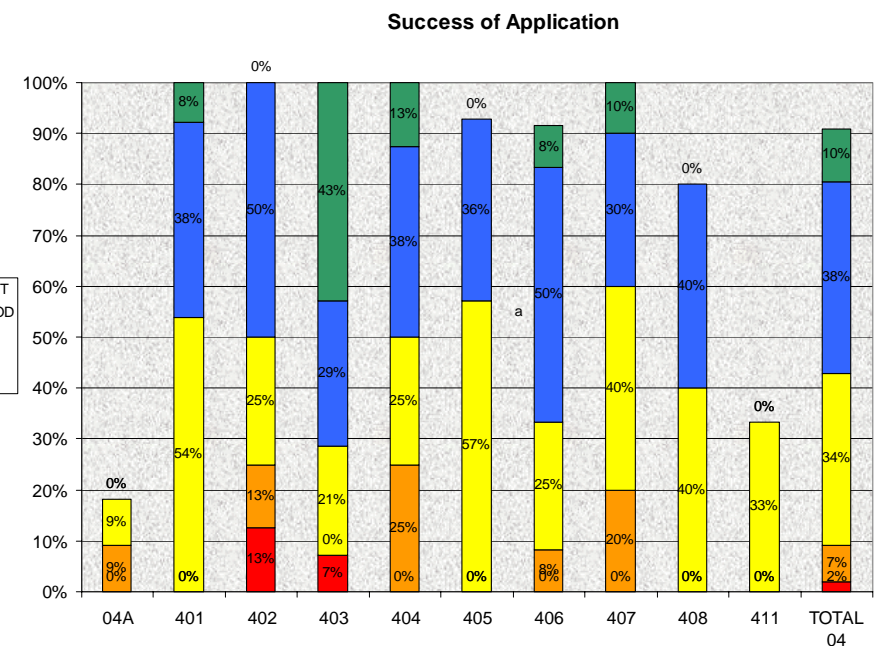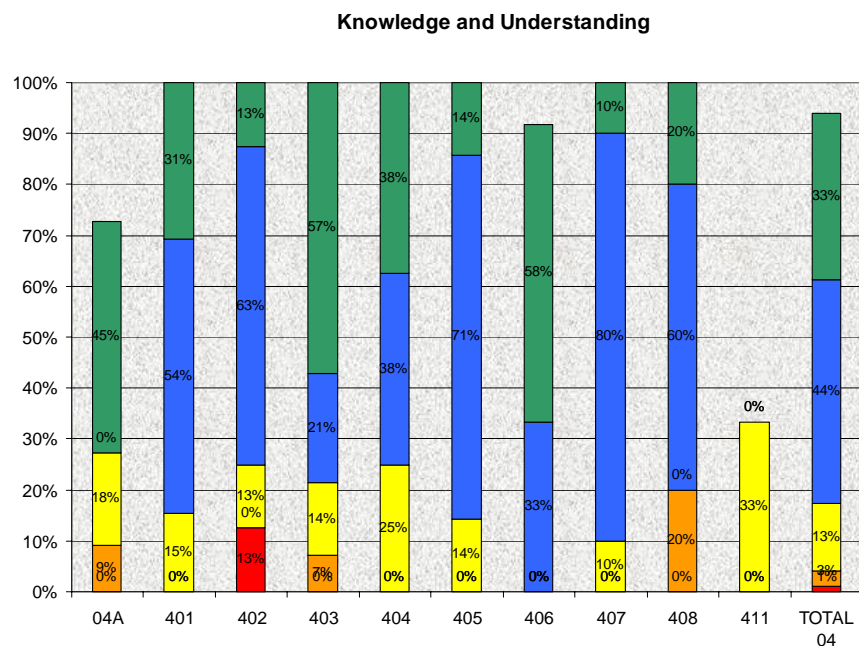
The survey indicates a real good K/U of the Comment process. It is generally felt that the process is very successful. We continue to use Comment sheets more and will eventually evolve into full electronic comment development, issue, review and resolution. This will enable us to establish a firm record of all comments and resolution in the electronic work request folder.

Question #3 - Rank your knowledge and understanding and the success of the application of the Design Review Comment Process

Let me take this opportunity to emphasize the importance of accurate A/E ratings. Your ratings do have a bearing on the selection or non-selection of A/E firms that work for us. But we must be as quick to complement as we are to criticize. If an A/E performs well, rate them that way! I am convinced that many good designs and A/E's go unrecognized. Take some time and rate A/E's with that in mind. On the flip side, let's use the interim rating and letter to the poor performing A/E's when necessary. This has proven to be an effective tool that we need to use more often.

Question #3 - Rank your knowledge and understanding and the success of the application of the A/E Rating System

Knowledge and Understanding
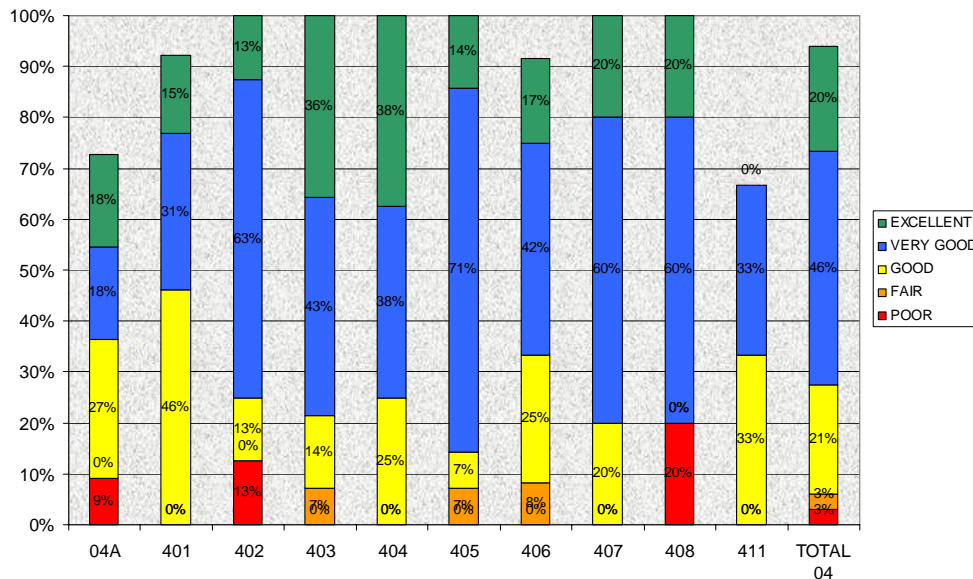
Success of Application
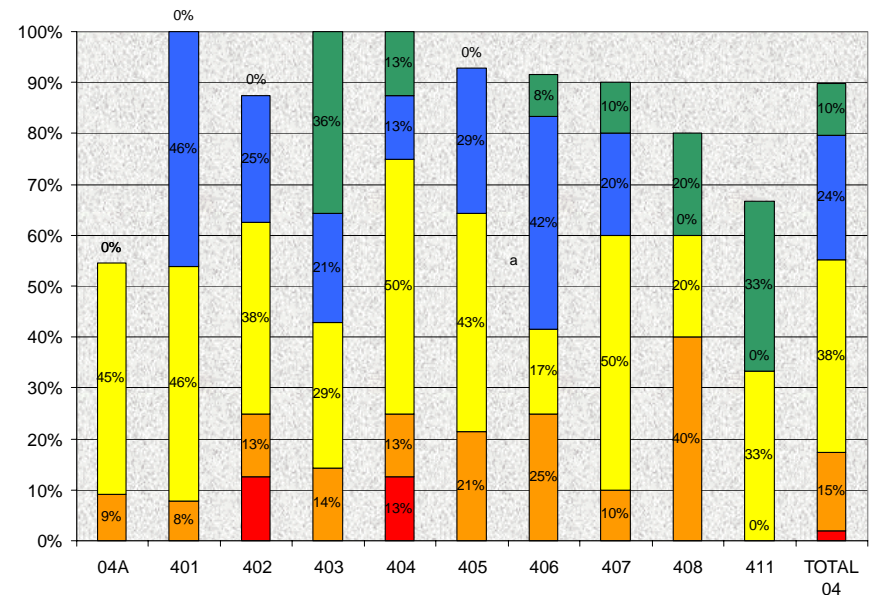
No surprises here. This is not a well publicized program. The Facility Quality Survey is a tool by which occupants of newly constructed facilities provide feedback in the areas of Functionality, Environmental, Quality of Life, Safety, Appearance, Planning, Maintenance, and NAVFAC involvement. The new A/E Review Process (soon to be published) provides a focus on issues that have surfaced during past Facility Quality Surveys; therefore, we will be using past results as lessons learned.

Question #3 - Rank your knowledge and understanding and the success of the application of the Facility Quality Survey

Knowledge and Understanding

Success of Application

BVSS is an acquisition methodology which allows us to consider factors other than cost in the selection of a construction contractor. It allows us flexibility to select someone other than the low bidder! Evaluation criteria is included in the RFP and evaluated by the Technical Evaluation Board. We will use this approach whenever appropriate because we are certain that it brings value and quality to the process, and to the facility.

Question #3 - Rank your knowledge and understanding and the success of the application of the Best Value Source Selection


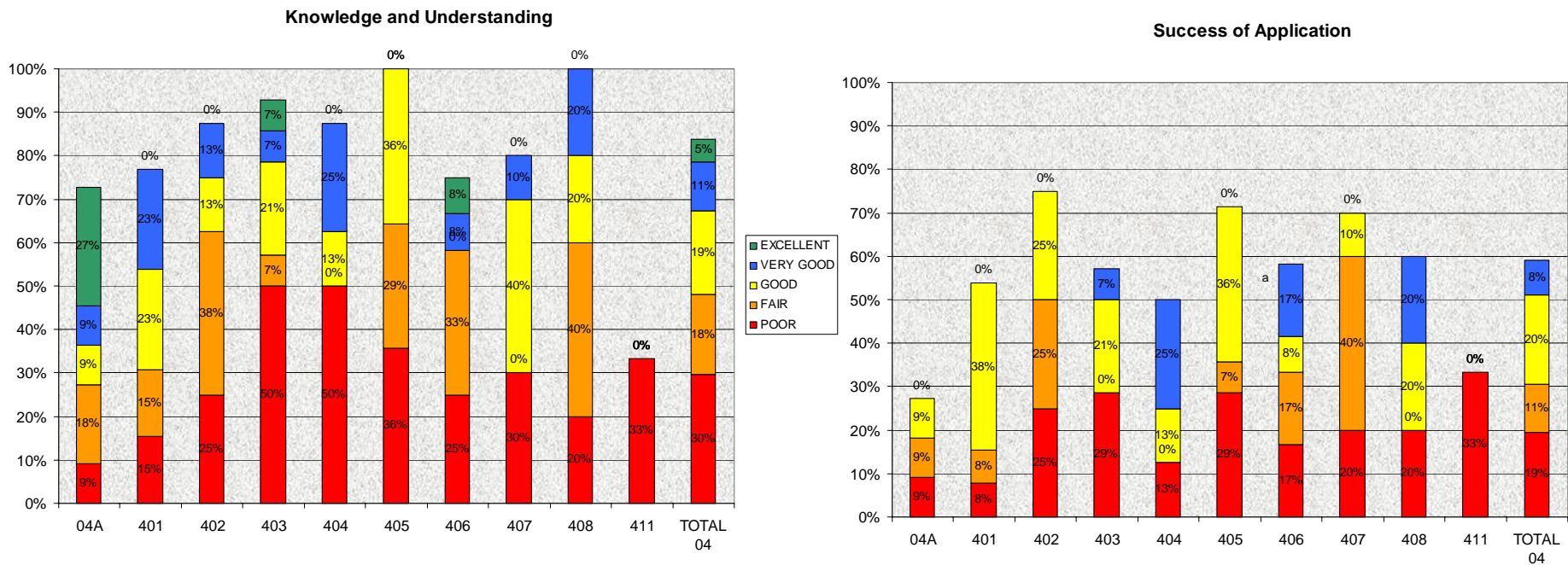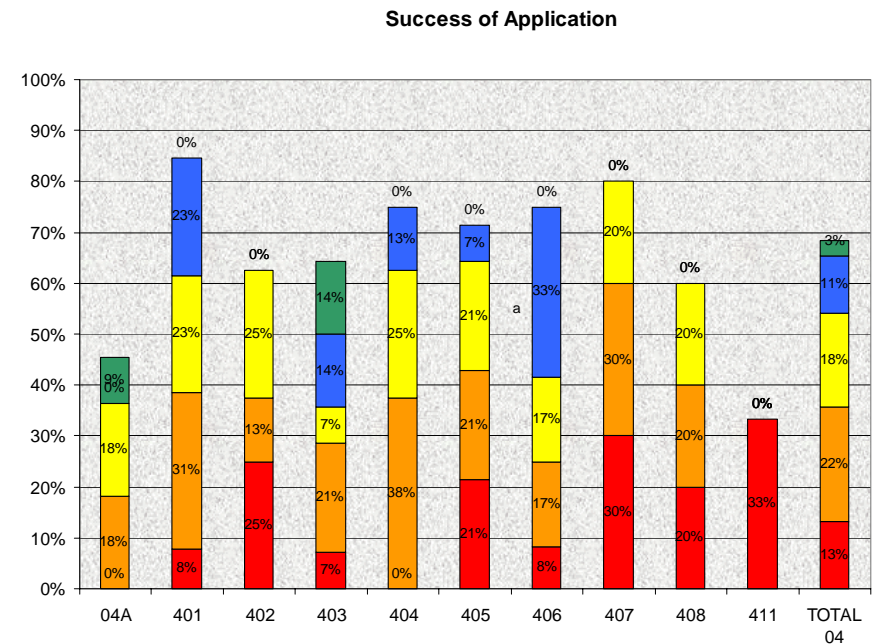**Knowledge and Understanding**

Success of Application
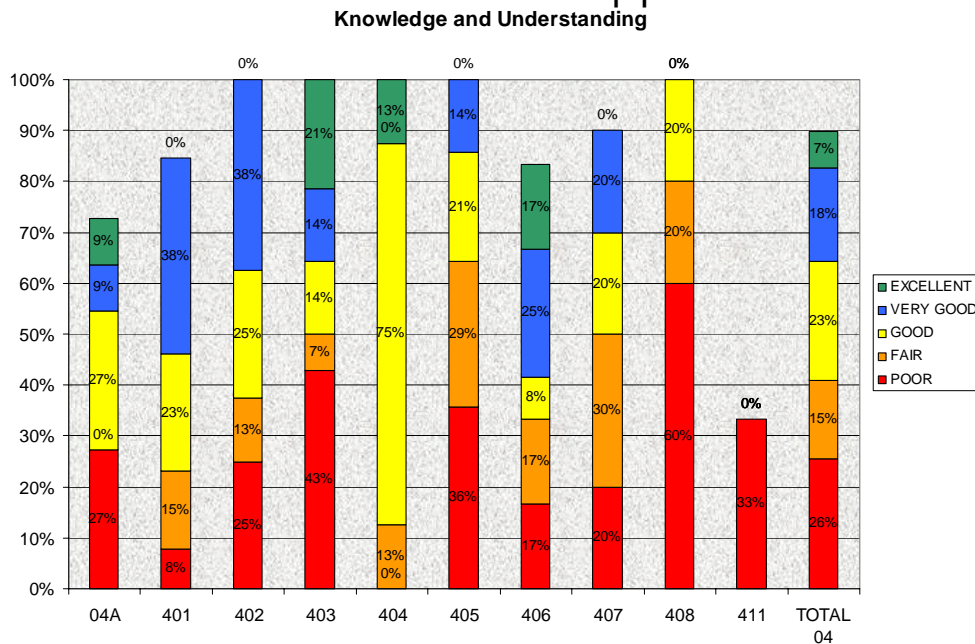
Question #4 - The Training that I receive is adequate and appropriate.

Technical Training
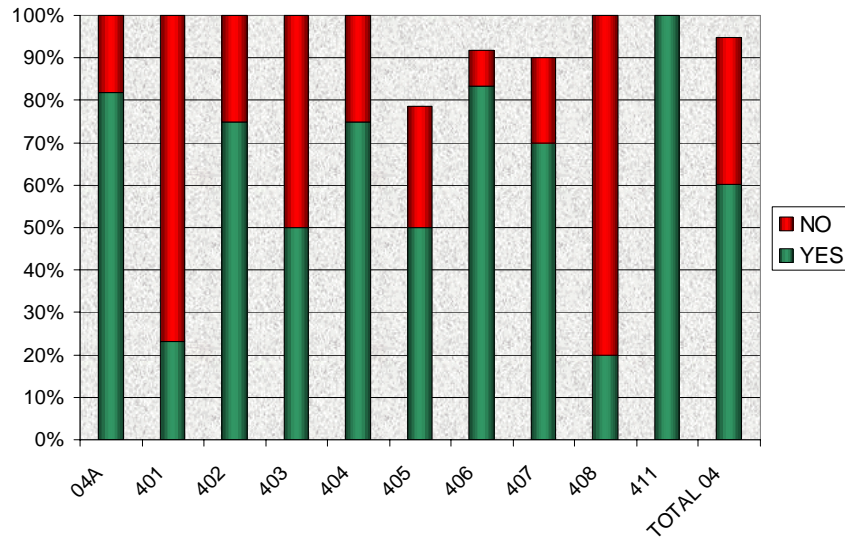
Management Training
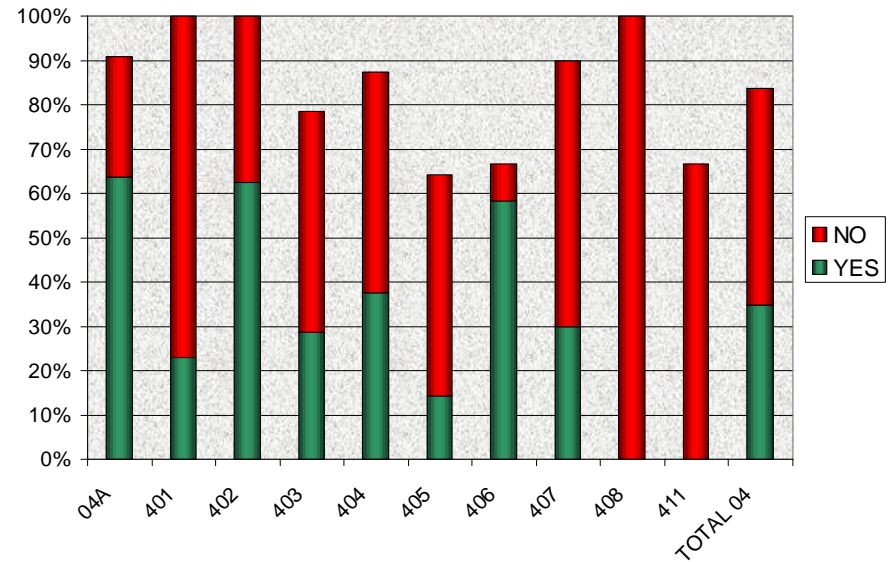
Interpersonal Skills Training
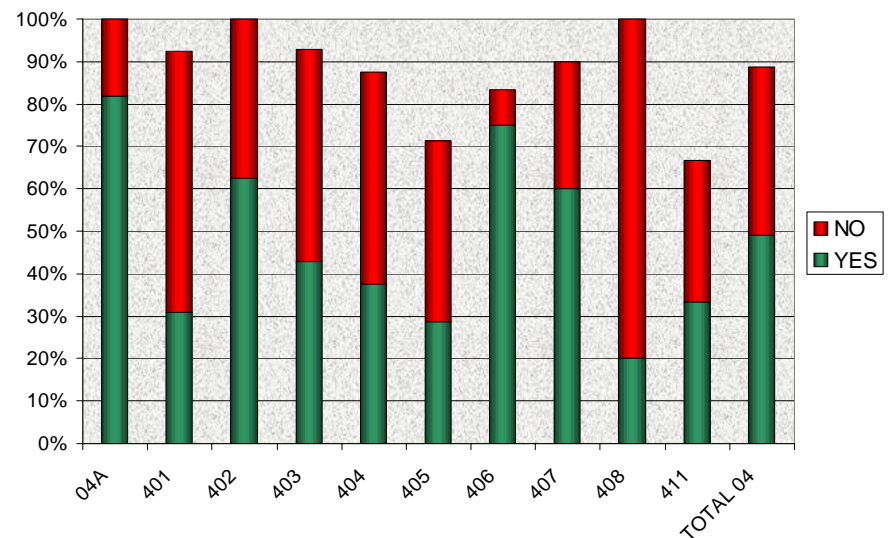
Question #4 contained three parts, each dealing with a specific type of training. I feel that appropriate training is required for proper professional development. Each year we budget a certain amount for training. In FY99 Code 04 expended only 76.5% of our total budgeted amount for training. As can be seen from the graphs, the survey results are somewhat mixed across 04 and across the different training types. I urge you and your supervisors to seek out appropriate training and request it!

Your concern comes through on this topic as well as the related responses to Question 12 dealing with demotivation. As can be seen from the graph below, the results are overwhelmingly Fair and Poor. I can only reiterate what I have stated before. Participation in the LDP is the key. To be considered for supervisory positions within NAVFAC, you must be in the LDP. You must accept that as fact and work within that context. Please note that opportunities are greater in the Design Division than the rest of the Command because we have a higher percentage of GS-13 and 14 positions available; however, many of them are discipline specific.

Question #5 - I feel my chances for advancement within Design are:
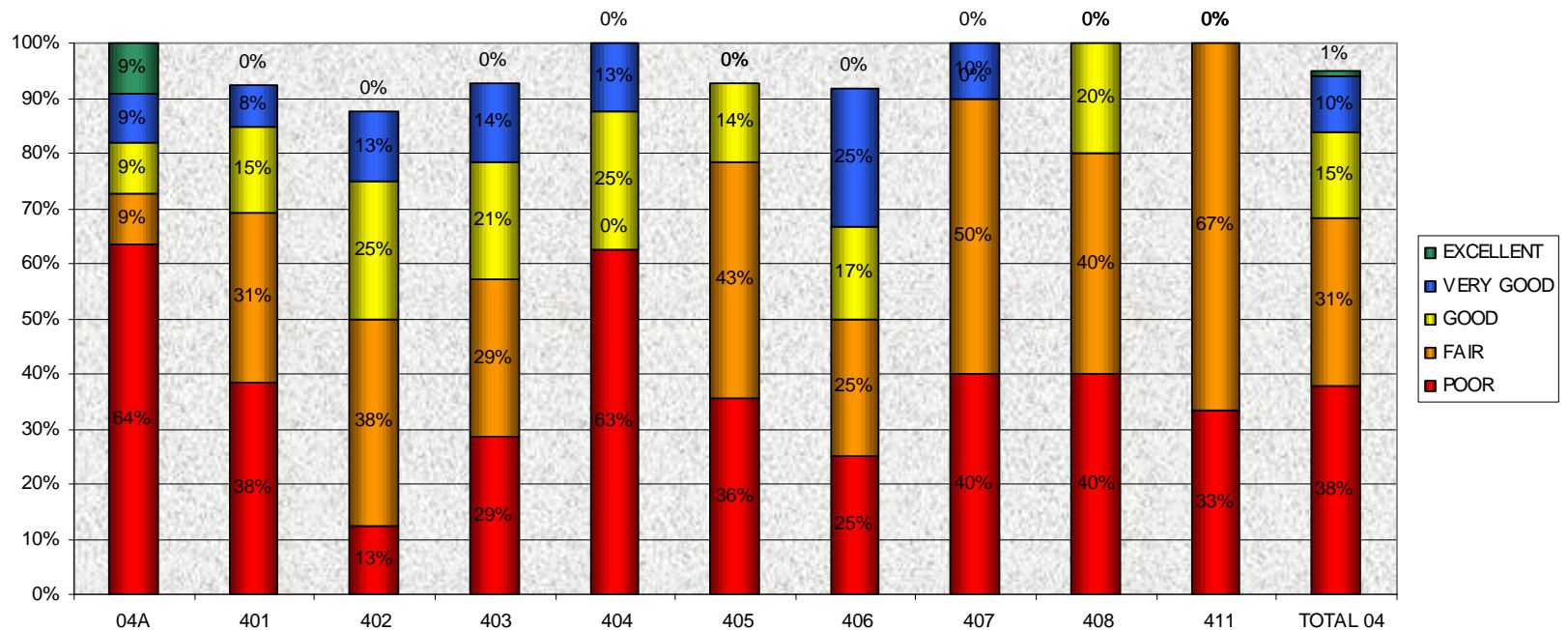
From the results you can see that it is generally felt that chances for advancement within LANTDIV are a little better than those within 04, which is a little strange since, as stated earlier, we have more positions available. But they still are not considered that good - 60% at Fair and Poor. Again, the key is LDP. Talk to your Section Head, your Branch Manager, others that you know in LDP, or talk to me. Ask some folks who have completed the LDP and are on the Graduate Available File (GAF) how many job offers that they have received. I think that you will see that LDP does create opportunities for you.

Question #6 - I feel my chances for advancement within LANTDIV/NAVFAC are:
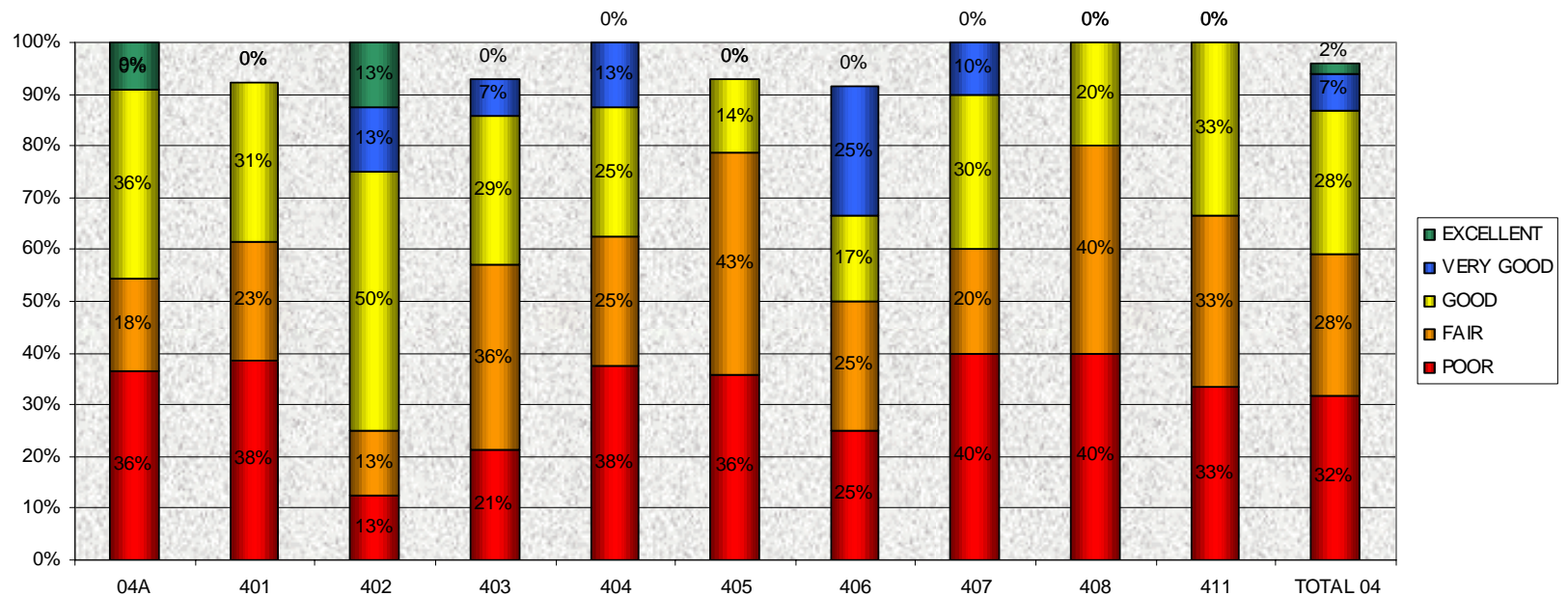
*No surprise here! In general, you did not agree with this statement.
And I would have been surprised if you did. Everyone likes creating a
challenging In-House design. But, as previously stated, there are some facility types for
which D/B is an appropriate tool. The Admiral recognizes and supports the fact
that in order for us to maintain our technical core competency, we must perform
full In-House design.*

Question #7 - I am just as satisfied preparing a Design/Build RFP as I am preparing a full design.

Legend: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE

Category	04A	401	402	403	404	405	406	407	408	411	TOTAL 04
STRONGLY AGREE	0%	0%	0%	0%	0%	0%	17%	0%	0%	0%	2%
AGREE				7%		7%	17%				4%
NEUTRAL	55%	31%		7%	50%	14%		20%	40%	33%	19%
DISAGREE	27%	15%	63%	29%		50%	8%	60%	60%	33%	41%
STRONGLY DISAGREE	18%	54%	38%	50%	50%	21%	8%	20%	0%	33%	31%
(406 bar mid)							42%				
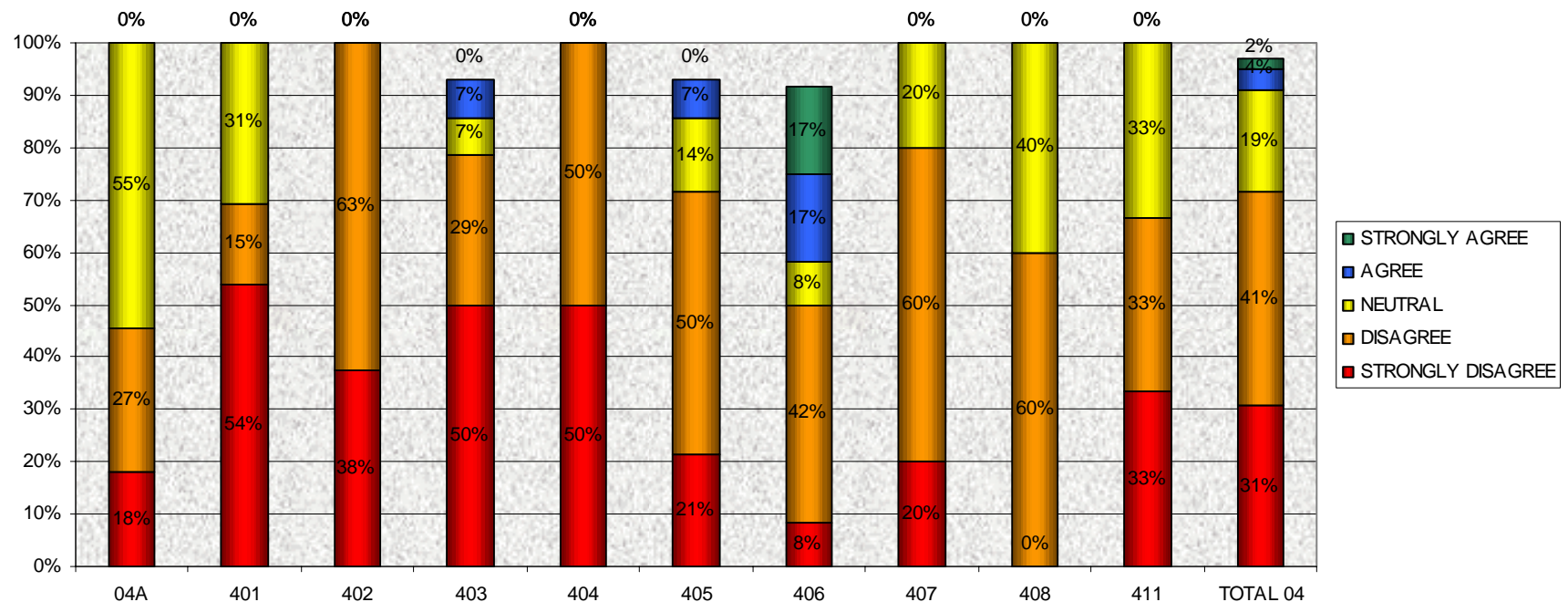
Most of you are Neutral or in agreement that the workload is scheduled fairly. There is always valid concern from 406 and 407 regarding all of our IH design program showing up at one time - the 100% and final submittals. This is one of the reasons that the Project Leader program has been started- to help alleviate schedule slippage which invariably yields large backlogs of work. Our goal is to have our entire IH program positioned for First Quarter award. We can achieve this through your continued commitment and support of the Project Leader program and constant emphasis on maintaining schedules to the best of your ability.

Question #8 - I feel that the workload is scheduled appropriately and fairly.
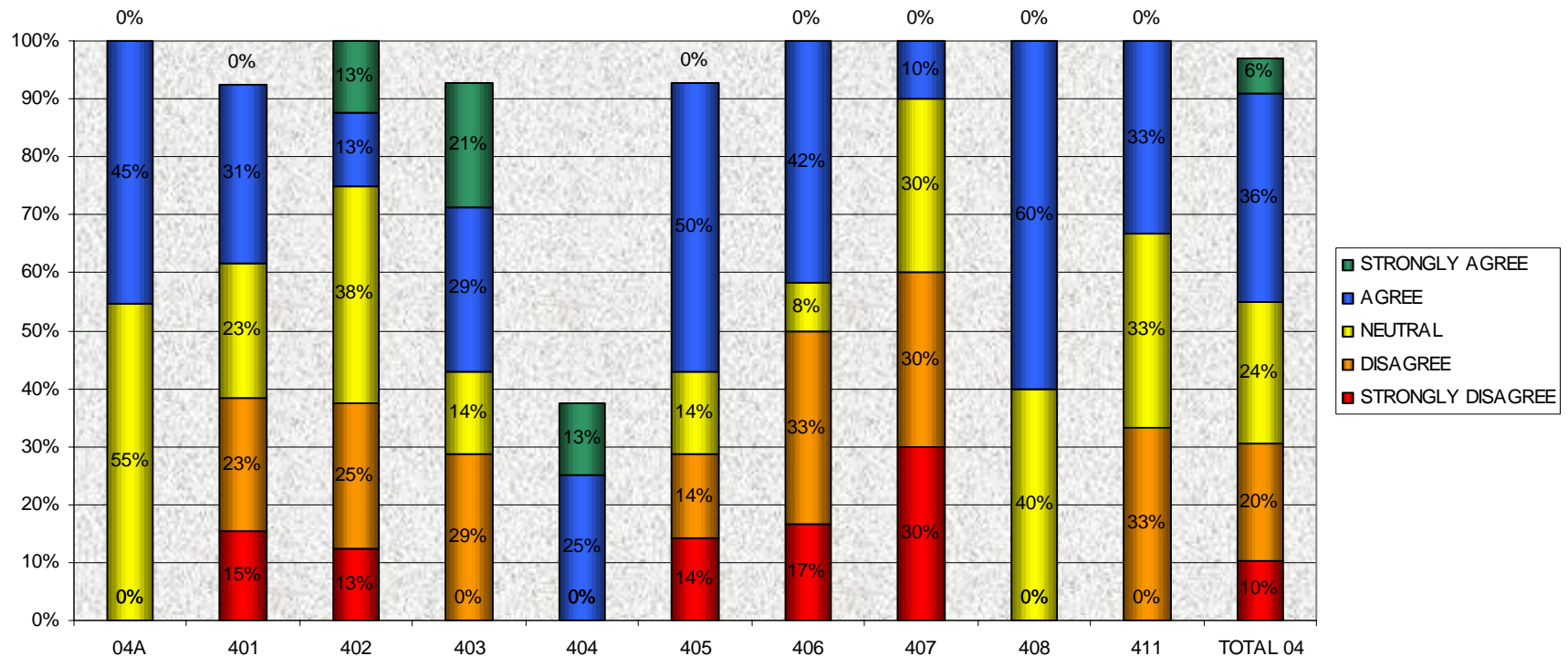
The results are obvious. The vast majority of you feel that our In House designs are of high quality. I agree and urge you to continue that pursuit of excellence. Incidentally, our Facility Quality Survey results support that our In House Designs are of higher quality than those prepared by our A/E's.

Question #9 - I feel that the In-House designs that we produce are of high quality.
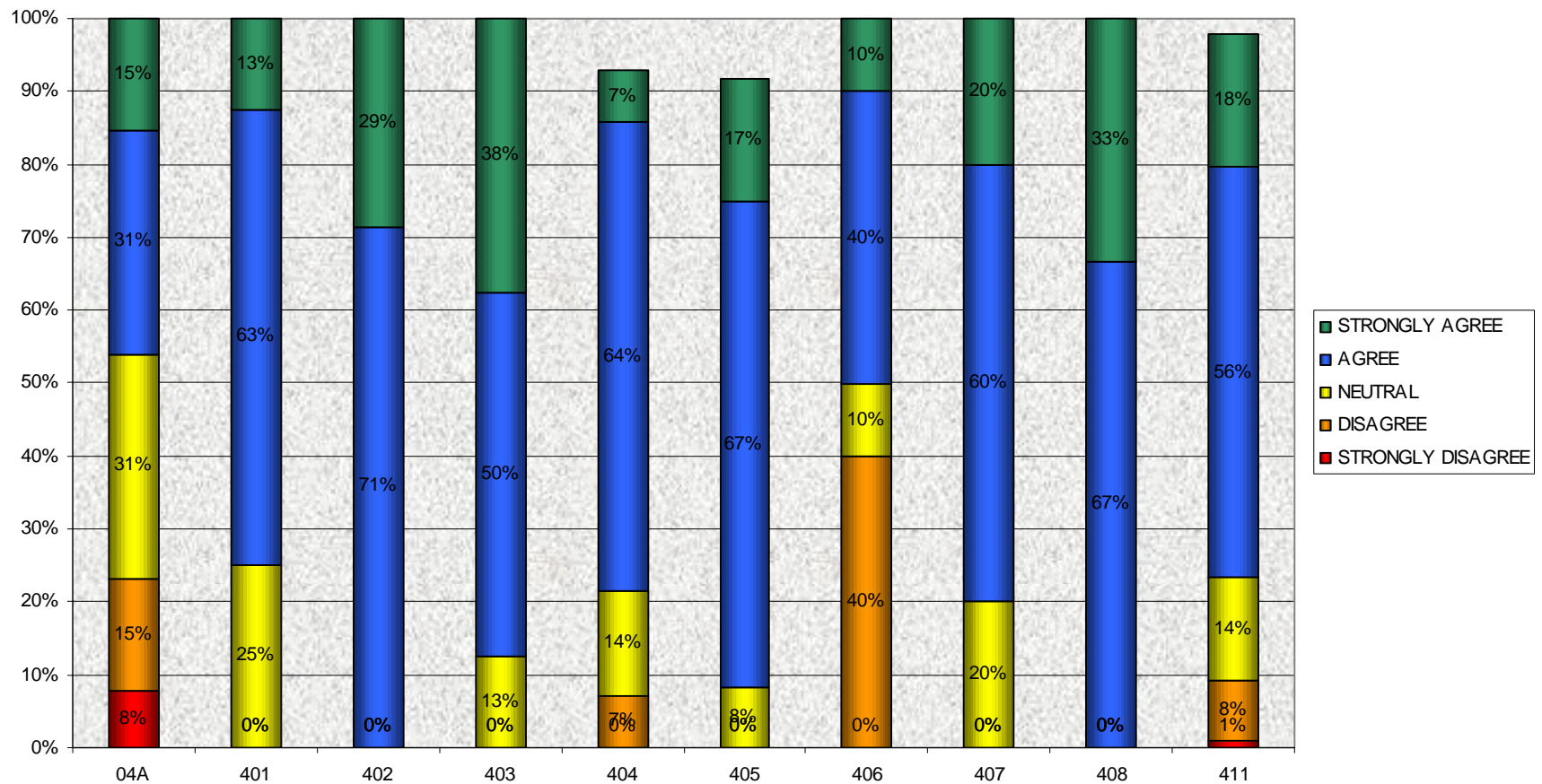
These results are also obvious. The majority of you feel that the our A/E designs are of high quality. But, if that is the case, then why don't our A/E ratings reflect that? We continue to rate the majority of our A/E's "average", therefore, your response to this question is at variance with our typical rating. I challenge each of you to carefully and professionally consider all of your future ratings. If the A/E has given us a high quality job, let's rate him that way!

Question #10 - I feel that the A/E designs that we produce are of high quality.
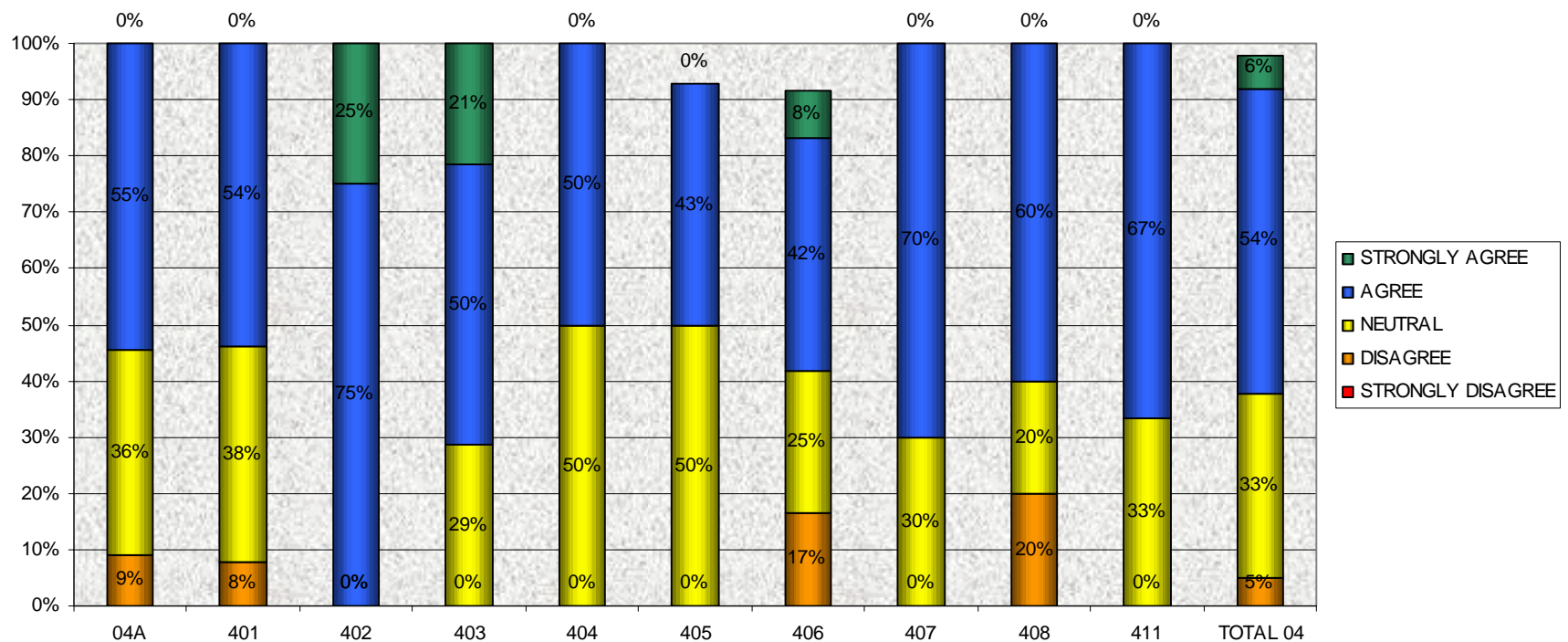
*We compiled your feedback on this question and compared it to published sources. The aggregate Design Division ranking is shown in the third column, with the classification of "Satisfiers" or "Disatisfiers". The next two slides were used during our off-site, deal with employee satisfaction and motivation, and explain these terms. To conform with published information we inverted the scale used in our survey. As presented below, **1** is the most important, **10** is the least important .*

#11: What motivates me?

Motivation Factors (Differences in Design Division Survey Factors are shown in parentheses)	Theoretical Ranking (*Motivating People*, Hersey and Blanchard)		Design Divison Ranking	Satisfier/ Dis-Satisfier
	Workers	Supv.		
Appreciation	1	8	3	S
Feeling of Being an Insider (Communication)	2	10	5	S
Sympathy for Personal Problems	3	9	10	D
Job Security	4	2	2	D
Money	5	1	7	D
Interesting Work	6	5	1	S
Promotion (Opportunity for Advancement)	7	3	6	S
Loyalty from Company (Command)	8	6	9	D
Working Conditions	9	4	4	D
Tactful Discipline (Professional Environment)	10	7	8	D

Money alone will not boost performance and morale.

Almost all workers need more money than they receive.

No manager can afford to pay employees what they need.

Workers show up for work each morning FOR MORE THAN A PAYCHECK.

The primary challenge for every manager is to understand and use the Involvement Factor as a management tool to help the organization achieve its mission.
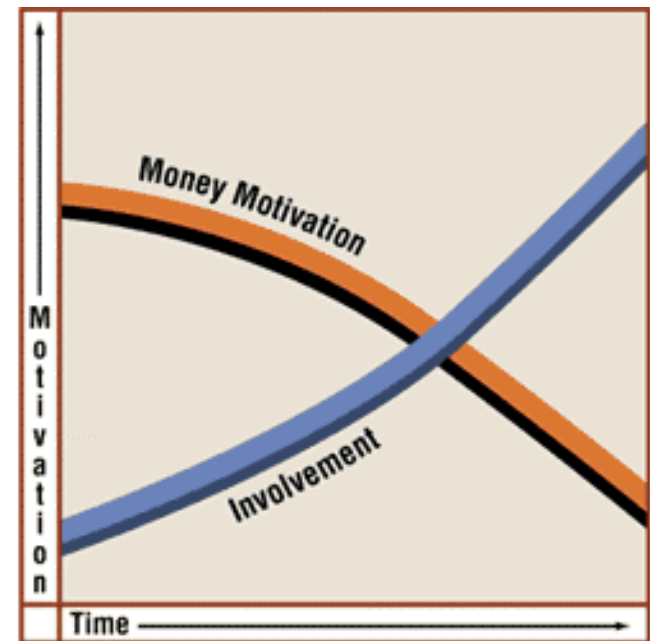
Attitude Component

Top 6 "Satisfiers"   Top 6 "Dis-satisfiers"

     Achievement   Company Policy/Administration
     Recognition   Supervision
     The Work Itself   Relationship with Supervisor
     Responsibility   Work Conditions
     Advancement   Relationships with Peers
     Growth   Relationships with Subordinates

Managers!!! Take care of the "Dis-satisfiers" but concentrate on the "Satisfiers."

The results shown below highlight the areas which have caused you the most concern.
89 people listed 114 "demotivators".Hopefully, you now have a clearer understanding and a
higher comfort level regarding the restructuring and its direct affect upon you and our Division.
The other issues which got a lot of response - Advancement/Promotions, LDP, Design Build,
and Project Schedules - have been addressed previously in the survey analysis.
I hope that the analysis and answers provided have clarified some issues and concerns
for you. And I hope that this has softened the "demotivating" forces. The following
four slides contain representative unedited comments.

Question #12 - What, if anything, has occurred during the past two
years that has been a "demotivator" for you?

Demotivators

Category	Percentage
Restructuring	21.1%
Advancement/Promotions	11.4%
LDP	11.4%
Design Build	10.5%
Project Schedules	10.5%
Training	7.0%
Communication	5.3%
Design Tools (Drawspec, Cad, etc.)	4.4%
All Other	18.4%
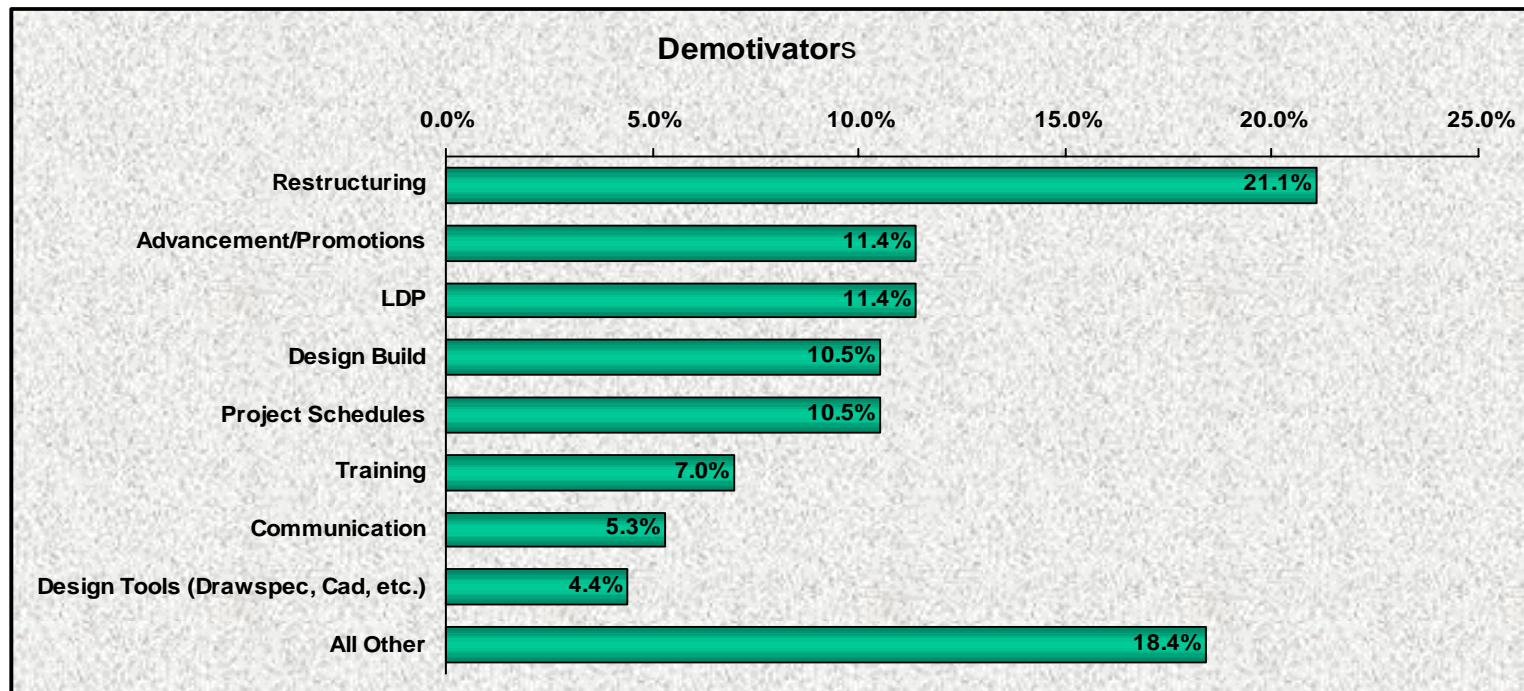
Question 12: Communication about Restructuring

- Lack of communication about restructuring

- The length of time restructuring has taken, just hanging over us like a dark cloud. Senior leadership has taken entirely too long.

- Apparent lack of vision & understanding of management of the purpose and direction of the organization.

- Lack of vision - the only communication from management is no slips - lock in dates - where are we going? Not sure priorities are aligned.

Question 12: LDP Program

• Implementation of LDP. Everyone should have a chance for managerial training & advancement. Management & interpersonal skills non existent outside the LDP.

• Not being able to apply for the LDP.

• The emphasis put on LDP application & training gives the impressions that technical skills are not valued.

• The LDP has demonstrated to me that NAVFAC Management (Admiral & down) have no understanding of employee motivation. You don't accept 10 employees into a program & tell 60 employees that they are not considered valued employees.

• If my design experience is required or going to be flushed down the toilet, why do I ever want to be here? I don't like doing the work for LDP candidates who spend more time in training than adding to the branch production. I'm working for their advancement!! How satisfying.

Question 12: Advancement/Promotions

- Lack of promotion in lower grade levels.

- Advancement - why is a P.E. required for a GS-12?

- Advancement potential low in spite of personal development.

- LDP & number of 13/14 positions in Code 03, most of who have no design/construction experience.

Question 12: Other

- Some managers & PM's act like if they leave someone a voice mail or email concerning an issue, where a prompt response is needed, they have done their job. They don't think it's their responsibility to keep plugging until they get an answer. Things just drag out too long.

- Inside 04 - Problem ownership; who owns the project, branch manager, EIC/AIC, Section Head?

- Implementation of drawspec & metric.

- All the new procedures (busy work with little, of any value, such as drawspec, metric, three product spec) & LDP.

- Command wanted everyone to go through Covey Training. Never received my training, even when I requested it.

- The LANTDIV NAVFAC is a high octane smooth running ship that is always being tuned, fine tuned & upgraded.

*While the ranking doesn't surprise me, I wonder how much it would have changed
if we linked "cash" to the bottom three awards? If you recall question 11, Money
was seventh on your list of motivators while appreciation was third - and this appears to
contradict that order.*

#13: Rank the forms of recognition
in order of importance.

Most Important:	Year End Performance Awards
	On-the-Spot Awards
	Engineer/Technician of the Year Awards
	Employee of the Year Award
Least Important:	Big Dog Awards

The results of this survey question are gratifying. 76% of our Division is in agreement with this statement! It is encouraging that in spite of all of the uncertainty regarding restructuring, plus some of the other "demotivators" previously mentioned, that the vast majority of our Design Division is happy with their job! I am too, by the way, and it is because of the professional effort put forth by all of you. Keep up the good work!

Question #14 - I am happy with my job.

Legend:
- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE
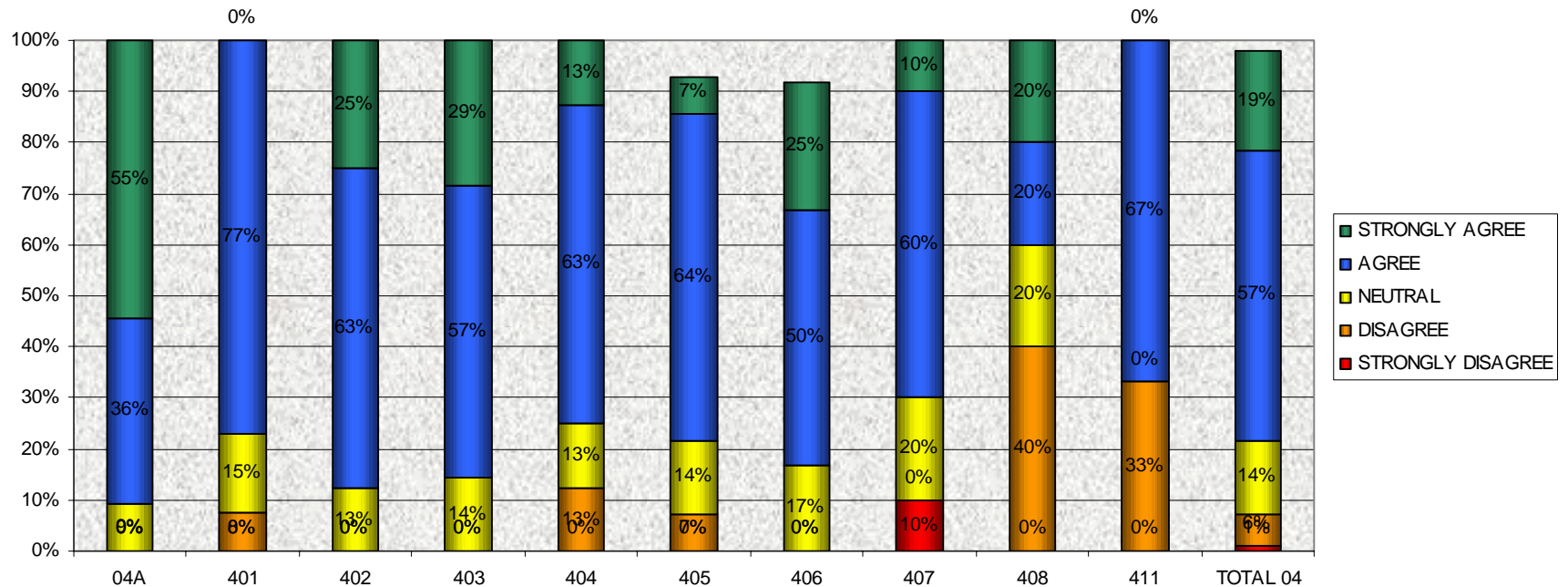
*This question asked for improvement suggestions.   You gave us 110 suggested improvements. Below is a graphical summation - 12.7% of the suggestions dealt with Training, 8.2% dealt with improvements in Communications, and so on. On the following slides you will find some representative comments as they were submitted. We **do** hear you! For example, the DRAWSPEC requirement has been deleted, and there **is** money available for training!*

Question #15: What Programs, Process, Policies & Procedures would you like to see improved? How? Other comments?

Suggested Improvements

Drawspec & Other Tools	14.6%
Training	12.7%
Communication	8.2%
In-House	5.5%
Promotion/Awards	4.6%

(Axis: 0.0% — 2.0% — 4.0% — 6.0% — 8.0% — 10.0% — 12.0% — 14.0% — 16.0%)
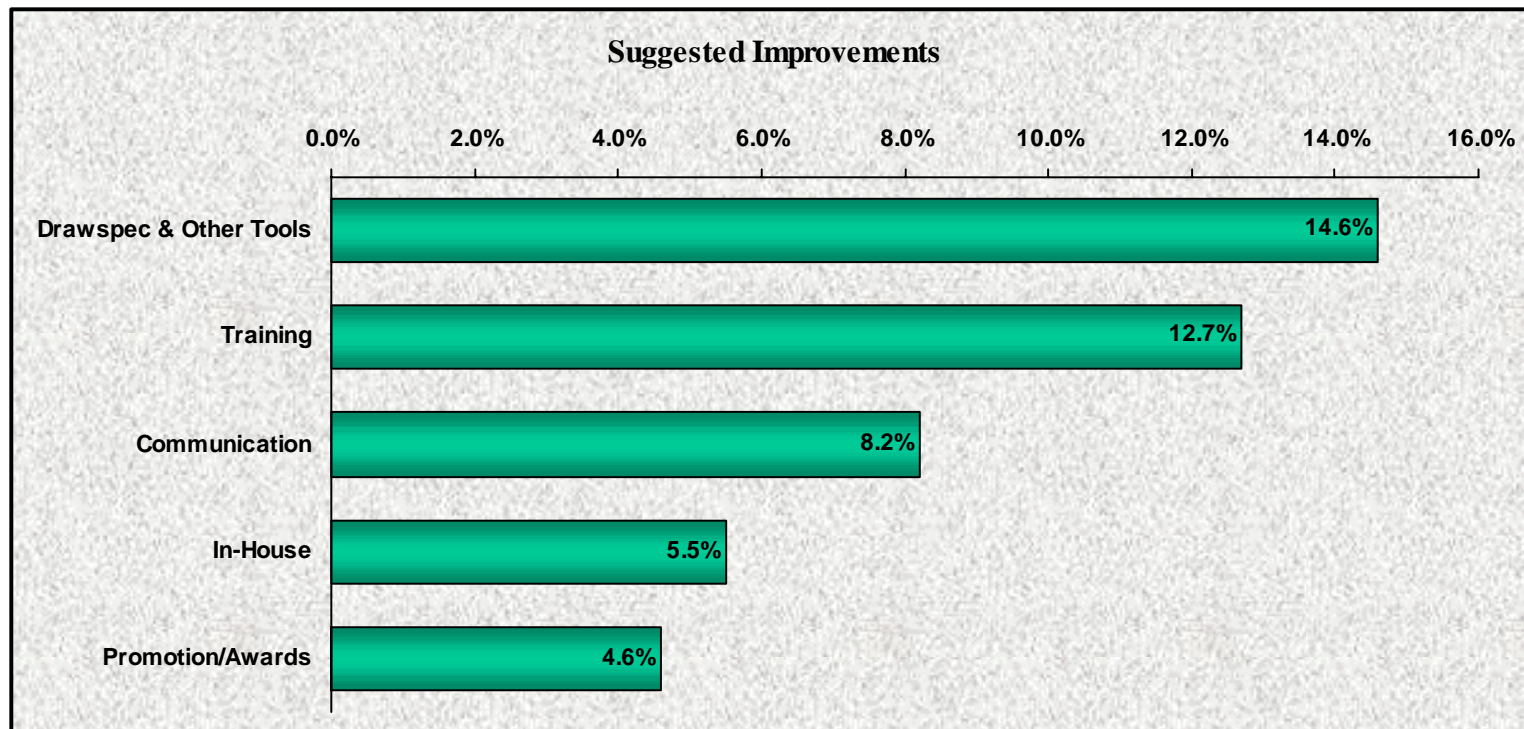
Question 15: Drawspec & Other Tools

- Process improvements to Drawspec between 406 & others.

- 406 review drawspec numbers used at 65% & coordinate with branches.

- Delete drawspec from drawings.

- Drawspec program needs fine tuning. Spec writers need to be involved very early in design process with material selection.

- Eliminate apparent unnecessary roadblocks.   i.e. metricd & drawspec.

- Need more coordination & organization of CAD drawing development process.

- Value of drawpec should be revisited.

- Drawspec needs to be totally automated or deleted.

- Streamline EBS master file process/bookmarking, etc.

Question 15: LDP & Technical Training

• Training outside LDP is almost non-existent.

• I would like to see the Star Training Program retrieved.

• Eliminate policy of limiting technical training to PE's only. It is prejudicial & opens up EEO grievances.

• Develop short QA/QRT type training for employees.

• More emphasis on technical training. New PDC'ers come on board & receive current technical training while the senior members cannot receive the same training. It makes it difficult to keep technically sound.

• Back off from LDP & provide training for working level. Set up training for each employee. Give equal training for all.

Question 15: Communication

• Overall, management seems to keep all information close to the vest, or have the attitude that the worker bees don't have a need to know what they know - which causes a distrustful working relationship. Most of 04 managers know more about other manager's political agendas and promotion plans than they do about the projects in their own branches. I have rarely had a manager review or take interest in an in-house project until it's time to sign Mylar's & if asked what the design is about would not really know or care other than getting it to the printers.

• Communications - regular meetings to ask questions.

• Team building at the section/branch level could be improved.

•Improve morale through communication. 15-minute 04 brief once a month addressing command issues would help. Regular branch meeting with communication & discussions about what's going on & coming down the pike.

•Better communication - pay attention to those getting the work done vs. those involved in other activities. Take care of the "worker bees".

Question 15: Roles/Responsibilities

• DM responsibilities better defined. DM needs to be more involved with projects to resolve problems and assist EIC/AIC.

• I'd like to see EIC's and AIC's taking more responsibility for jobs and know what is going on - especially since specs isn't usually at the job.

• Design managers - should be the design project manager - single job per DM with more responsibilities.

Question 15: Design Process

• In-house design process - Suggestion: Form a different group of AIC's and EIC's that have proven capability in running/coordinating a complete design job. Make people accountable to the person and give those people the authority to make decisions over the projects.

•Design comment process - Put responsibility on A/E with design overview.

•A/E Review Process - Risk assess reviews & review less at end.

• Quality/completeness of in-house designs at progress dates needs improvement. If we pass the design along at the scheduled date with no concern for required "completeness" of quality, we risk overall quality of or work. Suggest holding only the "Final" date as being absolutely firm. When dates are missed, use that info to make sure the next sequential date is not missed.

•Cost/specs design review should follow design branch review.

•I feel our rating system for A/E's falls short of it's goal. Neither poor performers nor quality designers are receiving what they deserve. Why are Code 16 & 18 dictating to the 04 design branch A/E's to do design?

Question 15: LDP Program

• LDP training should be open to everyone on a proactive basis, many people feel completely shut out of the process.

• LDP trainees and graduates are treated like they are managers & are allowed to be less responsible, while others shoulder their load. What good is a manager who doesn't like their work, but likes their management status?

•The LDP should be dissolved. All training & job rotation should continue. It's management responsibility to train/rotate/job select. LDP is poor substitute for lack of leadership in NAVFAC.

Question 15: Advancement Opportunities/Promotions

• I would like to see a system that offers everyone in Design an opportunity for advancement. It appears that the upper grades in Design have more opportunities that lower grades. But it also appears that Design higher grades do not have opportunities that other Divisions offer.

•Get rid of PE/AIA rule for working level promotions. Give one time incentive for getting license.

•If people deserve promotions & awards, management should be proactive in rewarding them.

•Design codes need senior engineers, not LDP trained section heads.